

Fort Jackson Strategic Plan 2013 - 2015



People: The Strength of Fort Jackson

Tradition, Training, Transformation

Command Team Message



At 211 degrees water is hot; at 212 degrees water boils. With boiling water comes steam and with steam you can power a train. As you can see, that one extra degree in the temperature of water makes all the difference in the world.

The above metaphor should drive our every endeavor - whether that is training a Soldier in basic rifle marksmanship or providing superior customer service to a family member - consistently pushing us to put the extra degree of effort in every task or action we undertake.



The Fort Jackson Strategic Plan is the bridge to the future; it creates a shared vision of the future of our organization and links the efforts of everyone in the Army Training Center (ATC) and Fort Jackson to the organization's objectives. It is designed along three Lines of Effort: Training, Quality of Life, and Support and Sustainability. The main objective of our Strategic Plan is to focus our collective and individual efforts to make positive improvements in everything we do.

The Strategic Plan demonstrates Team Jackson's commitment to the continuous improvement of training, services and programs that support our Soldiers, Families, and Partners in Excellence. This plan spans a three year period (FY13-15) and will be updated annually due to the rapid pace of change. It is applicable to the ATC and all of our Partners in Excellence.

Our mission is vital and demands the very best in all of us; our legacy must be one of selfless service, strong leadership and positive impact. We will accomplish this and build our legacy together based upon our deeds, not our words. We should all strive to give that extra degree of effort every day, in everything we do. I encourage each and every member of Team Jackson to understand the ideas presented here because we are all part of making ***Fort Jackson the Preeminent Training Center in the Department of Defense and an Army Communities of Excellence award winner in 2014.***

Victory Starts Here!

Bryan T. Roberts
BG, USA
Commanding

Kevin R. Benson
CSM, USA
Post Command Sergeant Major

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** Monthly reviews for each Line of Effort are posted on the Fort Jackson SharePoint Homepage.*

Commanding General's Leadership and Command Philosophy

I'm often asked about leadership, my leadership style, philosophy, "dos" and "don'ts," etc. I always start my answer by saying "the hardest thing about being a leader is not what you have to do — it's getting others to do what you want them to do." Having said that, my leadership style and command philosophy revolves around seven pillars that I call my "Seven B's," which are:

1. Be Positive.
2. Be Competent.
3. Be Disciplined.
4. Be a Team Player.
5. Be Good to People.
6. Be of Good Character.
7. Be a Risk Manager.

Be Positive: Your attitude as a leader has a tremendous impact on your People. As a leader, you must always have a positive attitude and trust me — sometimes you'll have to dig pretty deep but you have to find it! Your People are depending on your attitude to shape theirs. You have to motivate, inspire, excite and ignite your subordinates. You have to make them believe in themselves, the unit, its goals, vision and mission. They have to know they can accomplish what they set out to accomplish. Your positive attitude will give your people the "can-do" attitude they need to punch above their weight class and do things they never thought they could do. Focus on the positive, not the negative; keep things in perspective; look at the glass as being "half full, not half empty." Lead by example, from the front. Empower subordinates and underwrite risks. Show confidence, enthusiasm, pride and passion as their leader. Passion breeds passion; it's contagious and leads to positive attitudes, a positive command climate and an organization that strives to be the best and is more than good... It's great.

Be Competent: Training is the most important thing we do every day at Fort Jackson, and everyone must be competent at their jobs so we can be the best at training. Leaders must be competent at their leadership tasks and ensure their subordinates are competent too. Every member of your team must be an expert, a SME (subject matter expert) at the tasks associated with his or her position. Make sure everyone knows and follows our doctrine, regulations, policies and procedures (POI, TSP, 350-1, 350-6, etc...) — there's no question when you follow the book. "Do it by the book!" Train to standard not to time; make it demanding and realistic using virtual, gaming, and live techniques. We have a moral obligation to train our Soldiers for combat. NCOs — teach, coach and mentor junior officers and subordinates — this is your legacy. Leader development, professional military education and the civilian education system are important and is a priority. And last, leaders must have good training, teaching, coaching, written and oral communications skills — if you can't train, teach, coach, speak, or write it, they won't do it.

Be Disciplined: Leaders establish and enforce high standards and discipline. In my book, this is leader business — not “Officer Business,” not “NCO Business,” but “Leader Business,” which includes our Army Civilian Leaders. Together, I expect leaders to establish and enforce high standards, disciplined systems and hold people accountable. I expect People to follow orders, report timely and accurately, do the harder right over the easier wrong and never walk away from a deficiency.

Be a Team Player: Teamwork is what makes our Army Strong and we are members of the strongest team in the world. But, that doesn’t come easy — you have to work at it every day. Employ the 3C’s: Coordination, Collaboration, and Cooperation. Cooperate with each other and the higher headquarters and share good ideas, best practices and lessons learned. Compare yourself to the standard not your flanks — that’s who you’ll be fighting and winning with. We’re all on the same team — Team Jackson. Build a strong disciplined, cohesive, agile, effective, high performing and elite team (one that your team members want to be members of). Be a strong team member, a strong team player, and a strong team builder.

Be Good to People: Leaders are in the People Business — they are the key to our success. People are the centerpiece of our formation — the Strength of Fort Jackson is our People — Soldiers, Civilians, Families, Retirees, and Veterans. Leadership is about taking care of your People. Know them, keep them informed, make their lives as predictable as possible and be sensitive to their wants and needs. Focus on dignity and respect, quality of life, proper training and equipment, Family readiness, and timely recognition. Don’t pay “lip service” — keep your commitments. Submit OERs, NCOERs, appraisals and awards on time. Sexual harassment, sexual assault, hazing, bullying, and discrimination will not be tolerated. Take care of your People, and the mission will take care of itself.

Be of Good Character: Your character is who you are. Without it, you don’t have anything. It’s how you’re seen, known and remembered. Ensure you and your Soldiers live the Army Values, Soldier, NCO, Drill Sergeant and Civilian Creeds and the Warrior Ethos every day. Integrity is nonnegotiable — do the right thing morally, ethically and professionally. Remember loyalty works both ways — be loyal to your organization and subordinates and they’ll be loyal to you. Communicate — up, down, and laterally; tell the whole story. Be trustworthy, dependable and responsible — always give 100 percent. Be courageous and have the guts to stand up for yourself, your People, and what you think is right. Be your unit’s moral and ethical compass.

Be a Risk Manager: Everyone must be a Risk Manager — 24/7, both on and off duty. Set the highest safety standards and meticulously manage risk with the tools you have available. Composite Risk Management must be an essential phase of everything we do — if you don’t know it, learn it now. Never walk away from an unsafe act or deficiency; when you do that, you’ve created a new standard. Remember “safety first.” Stop unsafe acts before they lead to mission failure and loss of life, limb or eyesight. Don’t be risk adverse, but don’t tolerate accidents.

These principles will be the basis for my leadership and command philosophy as *the 45th Commander of Fort Jackson*.

Victory Starts Here!

Victory 6

Strategic Context

We have been a Nation at war for the past 11 years, and America's Army has proven - on and off the battle field - that we are the premier Warfighting force in the world.

Over the past year, the Army has concluded its mission in Iraq and commenced the drawdown of surge forces in Afghanistan while transferring responsibility to Afghan forces. The Army is also beginning reductions in end-strength to face budgetary realities and undertaking efforts to rebalance force structure that will shape the Army of 2020. These transformational efforts are both significant and unprecedented.

The coming decade will be a vital period of transition for the U.S. Army as we confront an increasingly complex environment and uncertain future. To meet these challenges, the Army must remain the best-trained, best-led, best-equipped fighting force in history. However, we face difficult fiscal choices, overcoming these challenges within the current fiscal-environment will require strategy-driven resource decisions. The Fort Jackson Strategic Plan is our framework to make these decisions.

Although the Department of Defense and the U.S. Army will undergo numerous changes in the next few years, ***the one constant is that Fort Jackson will remain the Army's largest training center, responsible for training over half of all the Soldiers who complete Basic Combat Training in the U.S. Army.***

Vision

Fort Jackson is:

- The Preeminent Training Center in the Department of Defense (DOD).
- The best duty station, post, community and unit in which its team members have ever served.
- An environment in which everyone can take initiative, learn, grow, make honest mistakes, have fun and accomplish the mission.
- An Army Communities of Excellence (ACOE) award winner in 2014.

Fort Jackson Mission

The Fort Jackson Team operates the preeminent training center in the Department of Defense (DoD) responsible for training, educating, and developing our military and civilian leaders to succeed in the current and future operational environments; sets the conditions for training readiness, deployment, and sustainment of all the Partners in Excellence (PiE), while providing the highest Quality of Life for our Team Members, Families, Retirees, and Veterans.

Army Training Center Mission

The USATC trains Soldiers in support of unified land operations; receives and transforms volunteers into Soldiers who are able to function effectively in their first unit of assignment.

METL

- Execute U.S. Army Initial Military Training and Joint Service Schools
- Conduct Leader Development and Education
- Provide Mission Command
- Provide Quality of Life and Well Being

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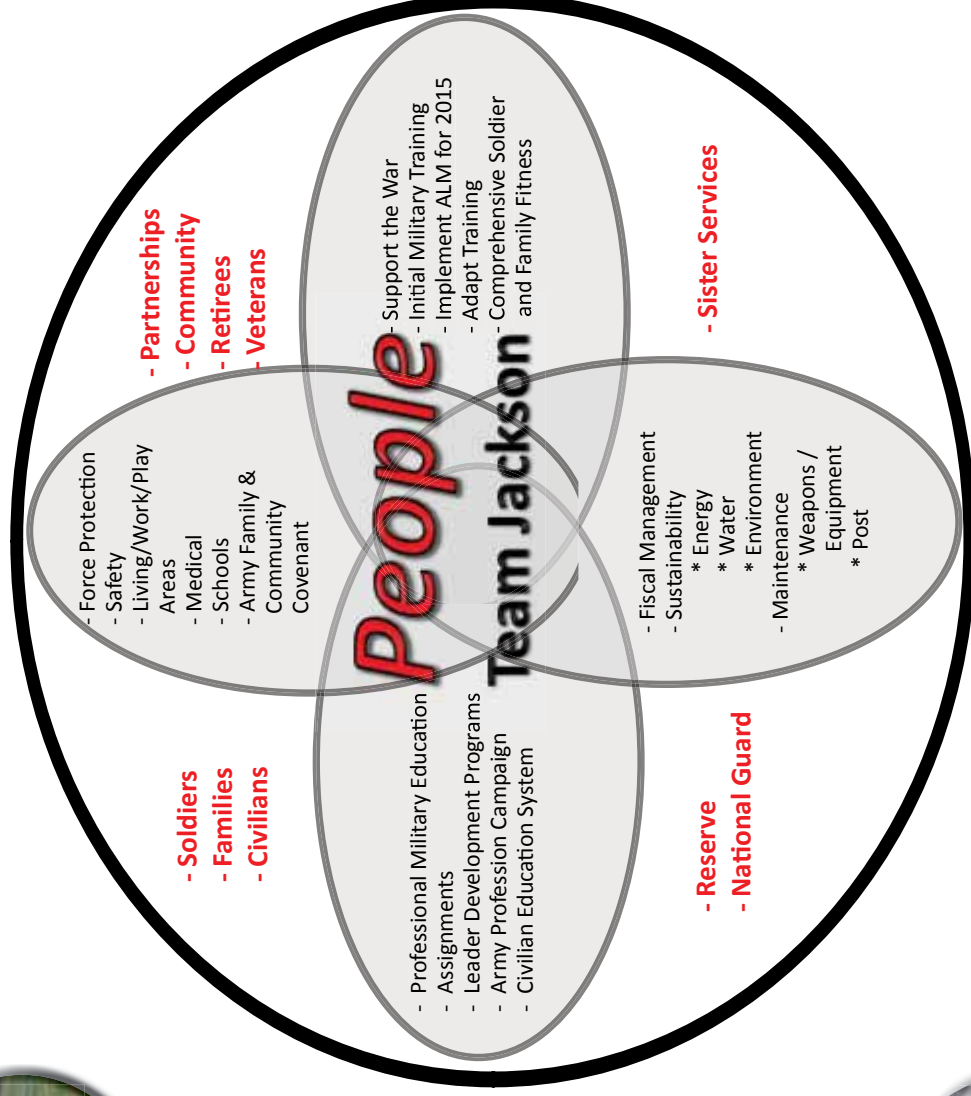
45th Commanding General's Priorities

People : The Strength of Fort Jackson



**Leader
Development**

Quality of Life



**Training /
Readiness**



Responsible Stewardship

Priorities

At the centerpiece of our Priorities are People: the Service Members, Families, Civilians, Retirees, Veterans, and the Local Community who make up **TEAM JACKSON**.

The focus on People revolves around four priorities:

Quality of Life: The best possible accommodations where we work, live, learn, and play; to include environment / climate.

Training / Readiness: Support the war; provide trained and ready Officers, Enlisted Soldiers, and Civilians.

Leader Development: Improve leadership skills; grow new leaders; develop leaders to meet future security challenges.

Responsible Stewardship: Take care of our precious resources and taxpayer's money.

I solicit everyone's help to ensure these priorities are at the forefront of everything we do. Put systems, programs and plans in place to be the best; then lead - this is all about leadership.... which is a privilege! Do it with passion and pride!



The strength of Fort Jackson is the ability to bring people together with a common mission, vision, priorities and objectives.

That's what Partners in Excellence really means.

Army Communities of Excellence (ACOE) Award Winner in 2014

Fort Jackson has already begun its campaign to become an Army Communities of Excellence award winner in 2014.

The annual ACOE is more than just an award program, it encourages and recognizes installations that build on organizational knowledge, foster change in culture, and demonstrate excellence.

By using Malcolm Baldrige criteria as the framework for performance assessment, the ACOE program helps participating Army installations / communities focus on providing excellence in facilities and services in support of Soldiers, their Families, and their Units.

Malcolm Baldrige Criteria:

- Leadership
- Strategic Planning
- Customer Focus
- Measure, Analysis, and KM
- Workforce Focus
- Process Management
- Results

Participating in the ACOE program allows us to focus on doing the right things, in the right way, and with the right priorities to ultimately provide a great place for Soldiers and their Families to call Fort Jackson "HOME".

What does it mean to be the preeminent Training Center in the Department of Defense?

Webster's Dictionary Definition

Pre • em • i • nent: (Adjective)

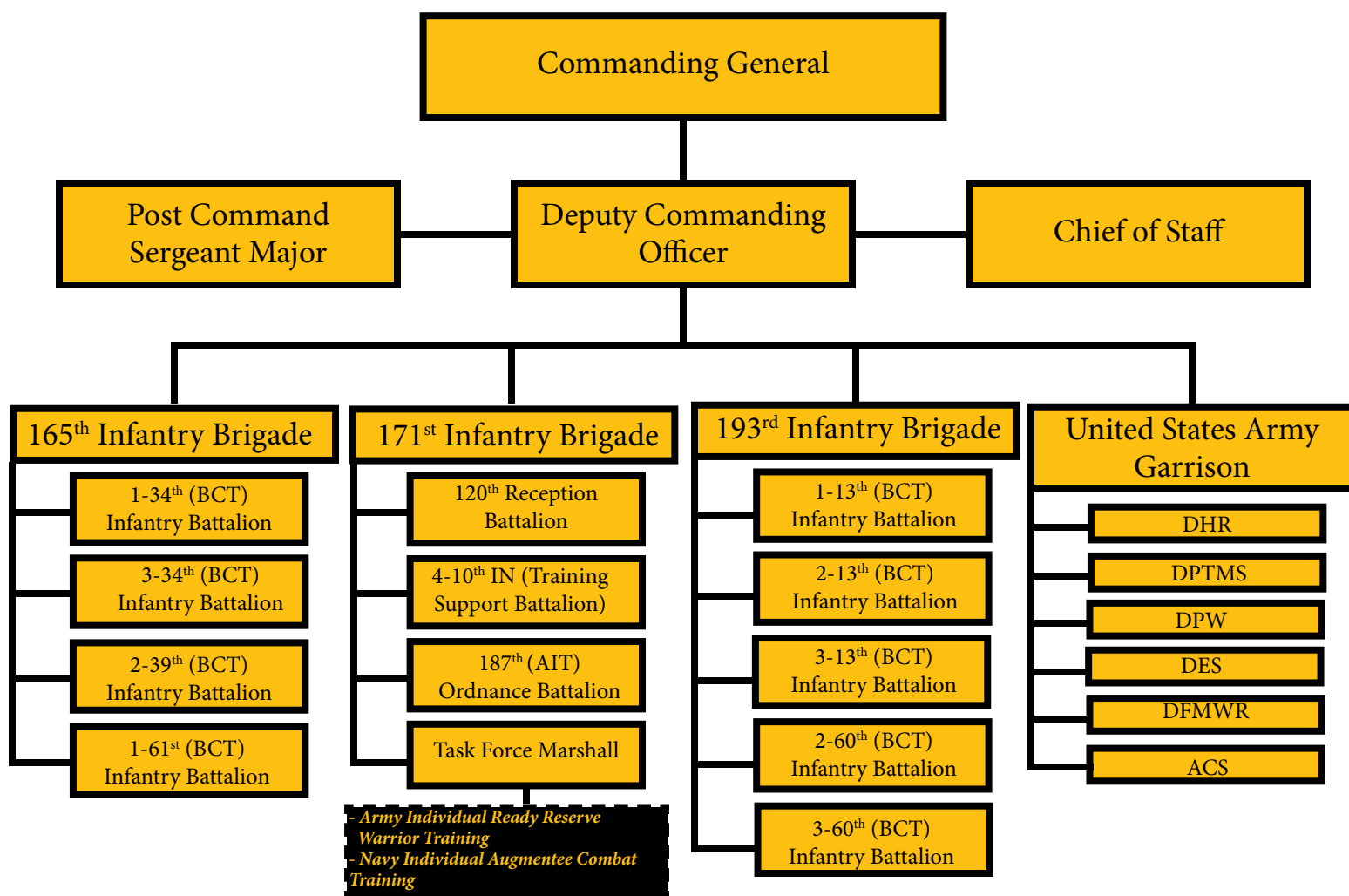
Having paramount rank, dignity, or importance

Synonyms: first, great, leading, outstanding, supreme

Here at Fort Jackson we already do many of the things that you would expect a preeminent organization to do. To truly become "The Preeminent Training Center in the DoD" we must collectively "do" the following:

- Conduct high quality training to standard (by the book) and model "what right looks like" for all of the DoD.
- Develop the best professional leaders in all of the DoD.
- Take care of Service Members, Families and Civilians better than anyone else.
- Sustain and improve our training ranges and facilities. Our objective is to have the best training facilities in the DoD.
- Continue to make IMT the number one focus and priority for the entire post.
- Continue to improve upon our "can do" culture and mind-set.
- Continue to improve our already great community relations with the Columbia and Midlands area.
- Implement the Army Learning Model (ALM) for 2015.

Army Training Center and Fort Jackson



Fort Jackson: The Army's Largest Initial Military Training Center

With two brigades, nine battalions, and 54 companies focused solely on training Soldiers in Basic Combat Training (BCT), Fort Jackson is the largest Initial Military Training Center in the U.S. Army. Approximately 45,000 Soldiers are trained in Basic Combat Training annually at Fort Jackson. Roughly half of all Soldiers who complete Basic Combat Training in the United States Army do so at Fort Jackson, SC.

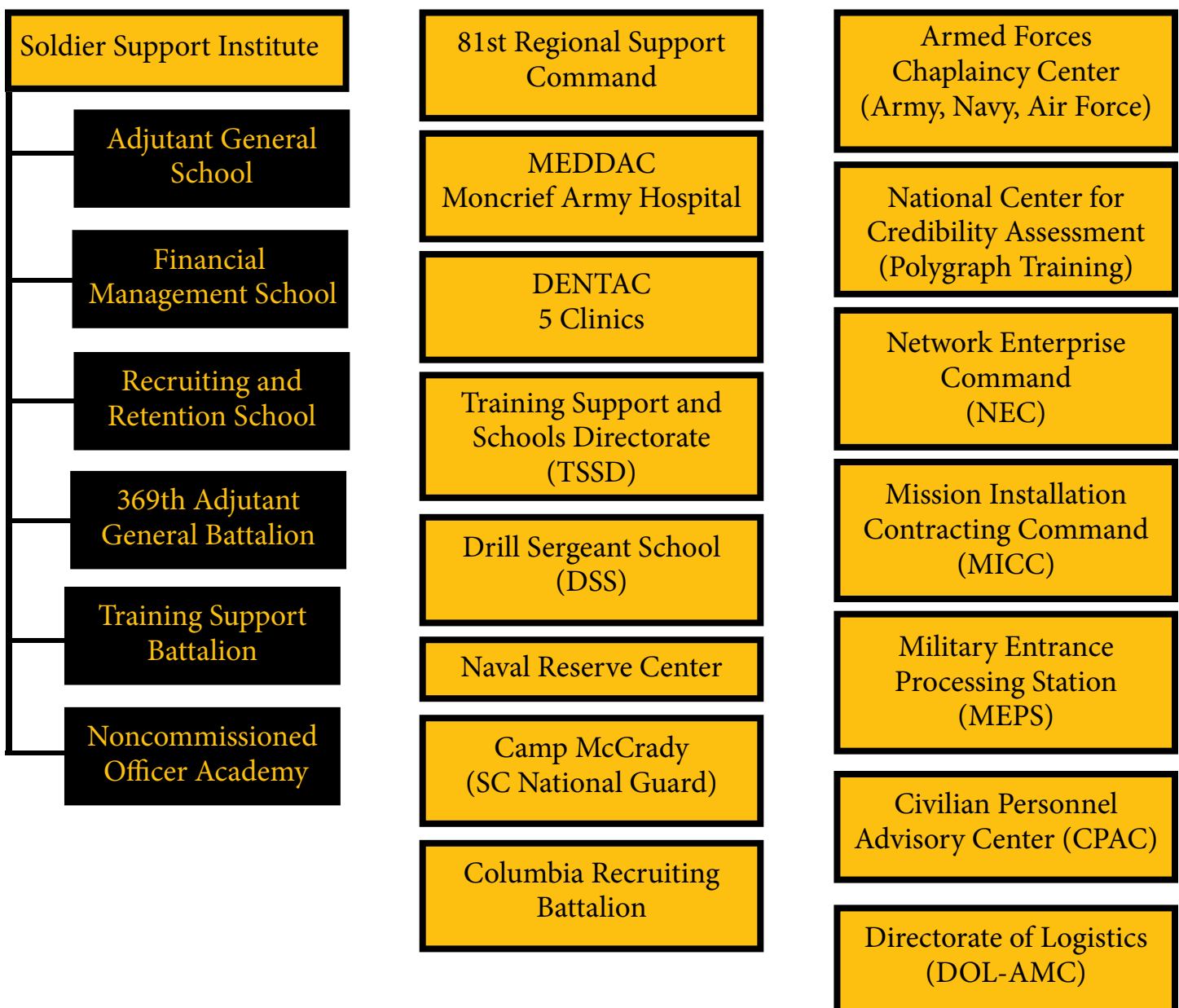
The 171st Infantry Brigade, also part of the ATC, is one of the most diverse Brigades in the entire U.S. Army. It consists of four distinctly different battalions. The first is the 120th AG Battalion, which is the Army's largest reception battalion responsible for processing over 45,000 Soldiers per year. The second is the 187th Ordnance Battalion, which conducts Advance Individual Training focused on training Wheeled Vehicle

Mechanics. The third battalion is Task Force Marshall (TFM), which prepares Individual Ready Reserve Soldiers and Navy Individual Augmentees for deployment. Soldiers and Sailors who complete this training deploy straight from Fort Jackson into the CENTCOM AOR for overseas contingency operations. The fourth battalion is the 4-10th Infantry Battalion, which provides range and training support required to conduct training on Fort Jackson. The 282nd Army Band and the U.S. Army Student Detachment are also assigned to this battalion.

The United States Army Garrison (USAG) supports all of the training and operations on Fort Jackson and provides many of the Quality of Life services and programs for the Soldiers, Families and Civilians on Fort Jackson.

Partners in Excellence (PiE)

Our Partners in Excellence (PiE) are all of those organizations stationed on Fort Jackson that are not assigned to the Army Training Center (ATC). While the ATC is synonymous with Basic Combat Training (BCT), our Partners in Excellence make Fort Jackson the unique and diverse installation that it is today.



Partners in Excellence (PiE)

Partner: A person who shares or is associated with another in some action or endeavor. A player on the same side or team as another

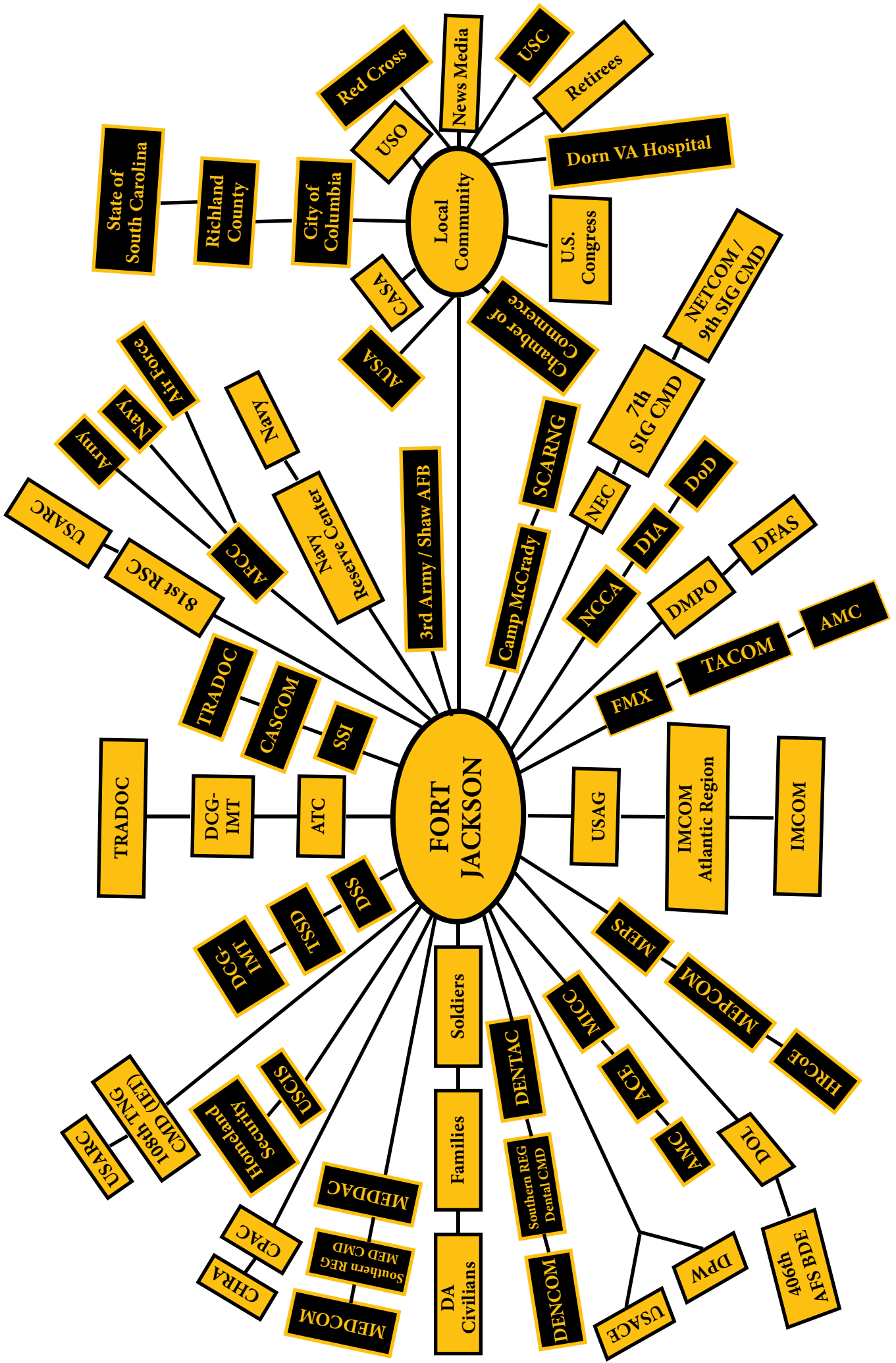
PiE: “Everyone owns a piece”, Victory 6

Word choice matters, especially when it comes to referring to all of the organizations outside of the Army Training Center that are stationed at Fort Jackson. While most installations would choose to refer to them as tenants, we believe in calling these organizations Partners. As the above definition highlights, we believe all of our Partners in Excellence are critical and important members of “**TEAM JACKSON**”. It is a reciprocal relationship that is built on trust and professionalism, not convenience. We recognize that it is in everyone’s best interest if we leverage each organization’s unique capabilities to collaborate across boundaries to achieve outcomes that are above and beyond what each organization could achieve on their own.

One of the main objectives of our strategic plan is to create a “**TEAM**” culture, not an “US” verses “THEM” culture. The identity of each individual organization is important, however; we must foster a culture where the collective “**TEAM**” identity of the Army Training Center and Fort Jackson is paramount.

All leaders must span boundaries to create direction, alignment and commitment in service of the ATC and Fort Jackson mission and vision. We must broaden our perspectives, focus on collaboration and develop cross organizational innovation and transformation.

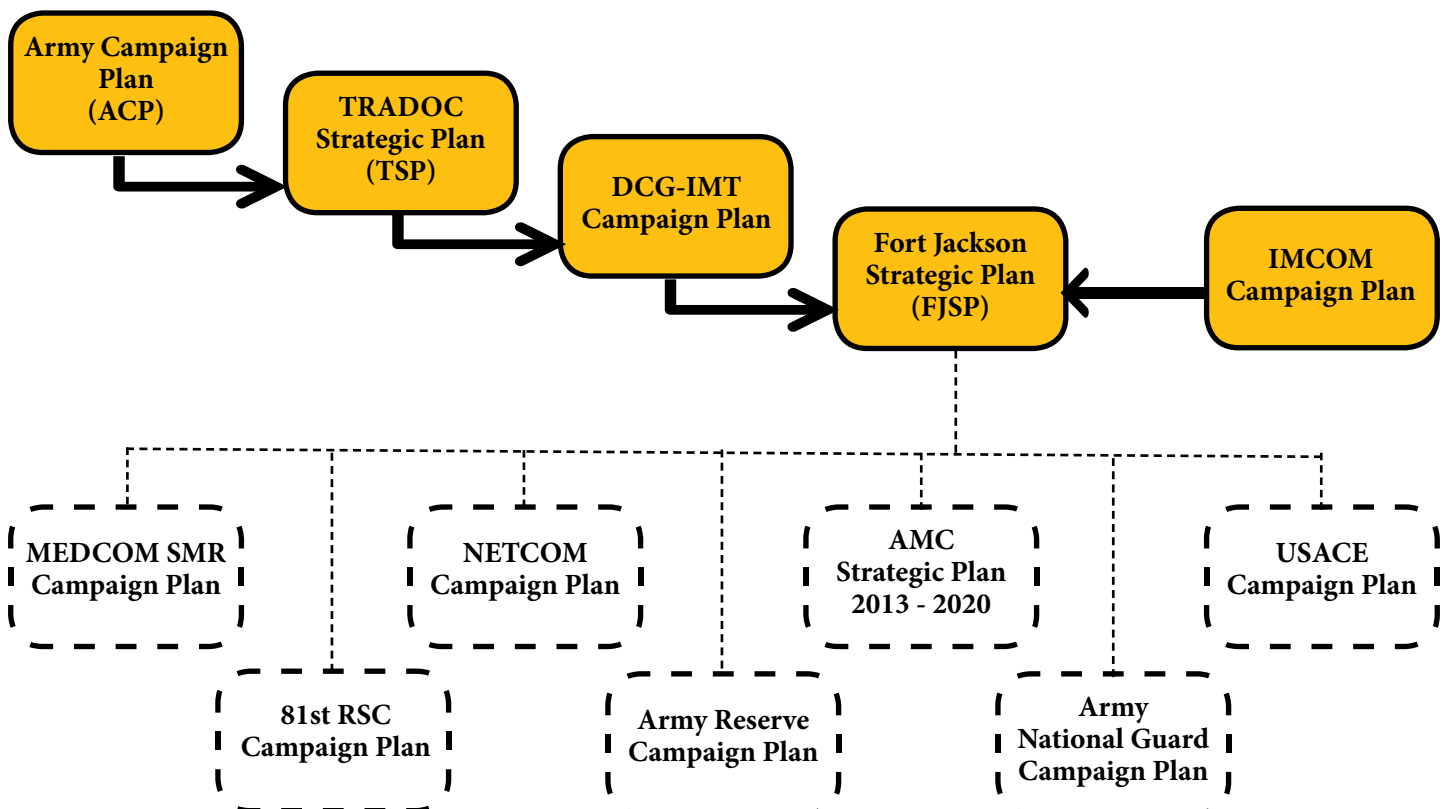
Operational Environment



It is important for all leaders to have a contextual understanding of the Fort Jackson Operational Environment (OE). As the figure on the previous page illustrates, there are many organizations and groups, both internal and external to Fort Jackson, that enable us to execute our mission and strategy. On any given day, organizations from Fort Jackson are directly or indirectly influencing and shaping events not only in our Army, but throughout the entire Department of Defense, as well as at the local, state and national levels.

There are several operational variables, both military and civilian, that impact our operational environment and affect our day to day operations. These operational variables describe not only military aspects of our operational environment, but also the population's influence on it. Commanders and staff must analyze our operational environment in terms of eight interrelated operational variables: political, military, economic, social, information, infrastructure, physical environment, and time (PMESII-PT) and determine the impact they will have on our operations.

The below diagram highlights the interconnectivity of the various levels of Strategic and Campaign plans that directly and indirectly influence the Fort Jackson Strategic Plan.



Strategic Plan Operational Design

The **foundation** of the Fort Jackson Strategic Plan are the:

- Fort Jackson Mission Statement
- Army Training Center Mission Statement
- Mission Essential Task List (METL)
- Vision Statement
- Commanding General's Priorities

Lines of Effort (LOE): The LOEs are the **framework** of the strategic plan and link the strategic and major objectives in focusing effort toward accomplishing our mission(s) and achieving our vision. LOEs focus responsibility for and cooperation among like activities. Each LOE has a dedicated command and staff lead for establishing objectives, developing metrics, and achieving results.

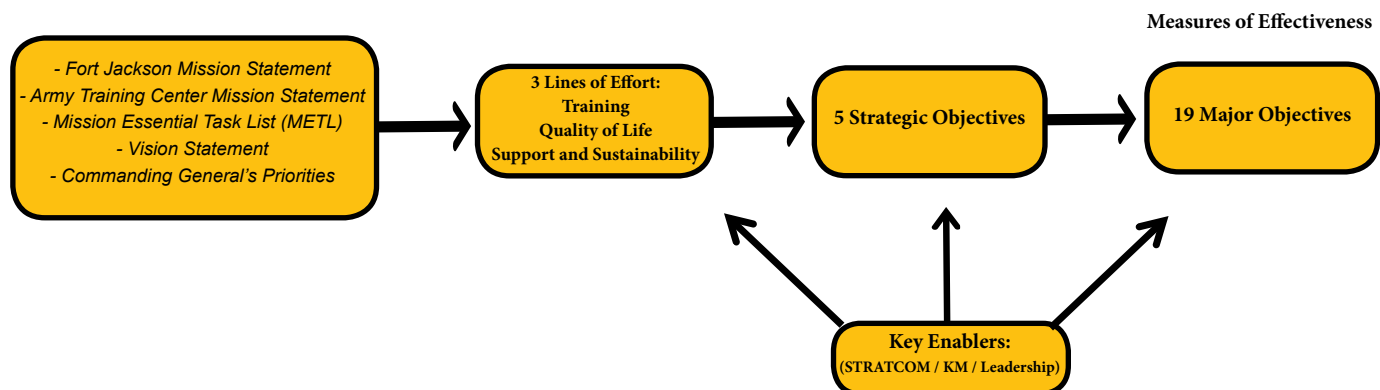
The Fort Jackson Strategic Plan has three LOEs:

- 1) Training
- 2) Quality of Life
- 3) Support and Sustainability

Strategic Objectives: are the broad, overarching objectives that provide the priority and focus for resources and time for each LOE. Each Strategic Objective is accomplished through the development and execution of their nested major objectives.

Major Objectives: are clearly defined, measurable, and quantifiable statements of task and purpose.

Key Enablers: are the significant functions that assist in executing our LOEs. The three Key Enablers for our Strategic Plan are: *Strategic Communications, Knowledge Management, and Leadership*.



Strategy Road Map

Training Line of Effort

Strategic Objective 1.0

Train Soldiers and
Civilians

Command Lead: Deputy Commanding Officer

Strategic Objective 2.0

Develop Leaders

Staff Lead: G3

Quality of Life Line of Effort

Strategic Objective 3.0

Enhance Well Being, Provide Quality of Life, and
Build Resiliency

Command Lead: Garrison Commander

Staff Lead: PAIO, USAG

Support and Sustainability Line of Effort

Strategic Objective 4.0

Enhance and Modernize
Infrastructure

Command Lead: Chief of Staff

Strategic Objective 5.0

Equip and Sustain the
Force for Training

Staff Lead: G4

Key Enablers

Strategic
Communication

Knowledge
Management

Leadership

Training LoE

Strategic Objective 1.0: Train Soldiers and Civilians

Fort Jackson exists for one reason..... TRAINING. When the Army thinks of Fort Jackson they think about training. It is our mission to produce the best Soldiers, Officers, and Civilians possible for the United States Armed Forces and our Nation. It doesn't matter if it's Basic Combat Training or training conducted at our other organizations such as the Financial Management School, the Recruiting and Retention School, the Armed Forces Chaplaincy Center or Task Force Marshall, here at Fort Jackson *TRAINING* is what we do. I expect leaders to employ sound training practices that maximizes the quality of training and never waste an opportunity to make your Soldiers and Civilians better at their jobs. The best Army / Military in the world starts here, with us.

Major Objectives for Strategic Objective 1.0: Train Soldiers and Civilians	Lead
1.1 Transform Civilians into Soldiers	IET BDEs
1.2 Provide Service Members for Deployment	171 st IN BDE
1.3 Provide Training Support Systems	G3
1.4 Implement Army Learning Model (ALM) for 2015	G3

Major Systems or Processes that Support Strategic Objective 1.0

- Range Facility Management Support System
- Range Improvement Council
- FJ Reg 350-1
- T-6 Lock-ins
- Training Aids, Devices, Simulators, and Simulations
- Range Support
- Quarterly Training Briefs
- Training Support Packages

- Programs of Instructions
- Army Training Requirements and Resources Systems
- Basic Combat Training Core
- Fill Plan
- Refinement
- Composite Risk Management
- Athletic Trainers Program
- Digital Training Management Systems

Supporting Tasks for Each Major Objective in Strategic Objective 1.0

1.1 Transform Civilians into Soldiers

- Instill the nine 21st Century Soldier Competencies during the conduct of Basic Combat Training
- Conduct reception operations
- Train IMT to standard with precision and rigor
- Promote “Soldier as an athlete” program
- Conduct Graduation activities

1.3 Provide Training Support Systems

- Implement the Sustainable Range Program
- Prioritize installation support
- Execute and support range and facility operations
- Maintain training aids, devices, simulators, and simulations (TADSS)
- Manage Soldiers automated training records (ATRRS, RITMS, DTMS)

1.2 Provide Service Members for Deployment

- Conduct individual mobilization activities
- Provide Training Platforms for Operational Units

1.4 Implement Army Learning Model (ALM) for 2015

- Educate Leaders on the ALM for 2015 framework, strategies, and concepts
- Adapt training and instruction to a learner-centric model
- Incorporate IT and KM that enable ALM for 2015

Training LoE

Strategic Objective 2.0: Develop Leaders

Just as training is the foundation of our mission, so is developing Leaders. Leader development is a deliberate, continuous, sequential, and progressive process, grounded in Army values, that grows Soldiers and civilians into leaders capable of decisive action. Commanders play the key role in leader development that ideally produces tactically and technically proficient, thinking, adaptive, and learning leaders who act with boldness and initiative in dynamic, complex situations to execute mission-type orders achieving the commander's intent.

Major Objectives for Strategic Objective 2.0: Develop Leaders	Lead
2.1 Execute Cadre and Leader Certification Programs	IET BDEs
2.2 Execute Effective IMT Training Management	IET BDEs
2.3 Implement Professional and Ethical Development Programs	IET BDEs
2.4 Provide Agile and Adaptive Leaders	IET BDEs

Major Systems or Processes that Support Strategic Objective 2.0

- Army Learning Development Strategy
- Pre-Command Course
- Company Commander and First Sergeant Course
- Officer Professional Development
- Composite Risk Management
- Noncommissioned Officer Professional Development

- Leader Professional Development
- Quarterly Training Briefs
- Cycle After Action Reviews
- Orientations
- Guest Speaker program
- Command Climate Surveys

Supporting Tasks for Each Major Objective in Strategic Objective 2.0

2.1 Execute Cadre and Leader Certification Programs

- Assessment of certification program
- Improve Cadre's ability to teach

2.2 Execute Effective IMT Training Management

- Execute and enforce the fundamentals of training management
- Effectively incorporate CRM into all training
- Be stewards of training resources

2.3 Implement Professional and Ethical Development Programs

- Execute Installation Battalion Commander development program
- Execute Installation Senior NCO Development program
- Conduct Installation quarterly guest speaker program
- Emphasize Professional Military Education attendance
- Conduct Civilian Education training
- Support Brigade and Battalion LPD programs

2.4 Provide Agile and Adaptive Leaders

- Leaders find the most effective training solutions
- Create a positive command environment supporting initiative
- Develop flexibility in our leaders and organizations to adapt to change
- Partner with external organizations to support new ideas

Quality of Life LoE

Strategic Objective 3.0: Enhance well-being, provide quality of life and build resiliency

As leaders, we are responsible for the health and welfare of our Soldiers and should, at all times, ensure they are receiving the best possible care in terms of living and working facilities, installation services, and programs. We have to get three things absolutely right; Housing, Healthcare, and Education for our Service Members and Families. Equally important is providing our personnel with quality services. Programs such as the Cadre Resiliency Program, Sexual Harassment and Assault Response Program (SHARP), and increased mental health services as well as religious programs such as Strong Bonds are all there to care for our Soldiers. We will ensure that maximum effort and visibility is placed on these programs which will ultimately increase Soldier resiliency and strong bonds with Families and co-workers, resulting in healthier Soldiers, Families and Civilians.

Major Objectives for Strategic Objective 3.0: Enhance well-being, provide of life, and build resiliency	Lead
3.1 Provide Quality Housing (Cadre Barracks, Family Housing, Lodging) and Facilities	DPW
3.2 Provide Quality Personnel Services	DHR
3.3 Provide Quality Health Care	MACH, DENTAC
3.4 Provide Fort Jackson Community Services	Deputy GC
3.5 Provide Safe and Secure Fort Jackson Community	DES

Major Systems or Processes that Support Strategic Objective 3.0

- Real Property Planning Board
- Installation Planning Board
- Installation Status Report
- Army Communities of Excellence Award
- Realignment Working Group
- Integrated Disability Evaluation System

- Sexual Assault Review Board
- Retirement Ceremonies
- Unit Status Reports
- Common Levels of Support
- Interactive Consumer Evaluations
- Total Army Sponsorship Program

Supporting Tasks for Each Major Objective in Strategic Objective 3.0

3.1 Provide Quality Housing (Cadre Barracks, Family Housing, Lodging) and Facilities

- Improve Family Housing
- Improve Lodging

3.2 Provide Quality Personnel Services

- Human Resources (MIL)
- Human Resources (CIV)
- Educational Services
- Retirement Services (MIL)
- Post Retirement Services (Retiree)

3.3 Provide Quality Health Care

- Active Duty
- Retiree
- Family
- Community Health Programs

3.4 Provide Fort Jackson Community Service

- FMWR Program Improvements/New Initiatives
- AAFES
- DECA
- DoD Schools
- Religious Service
- Legal Assistance
- DACS Program Improvements/New Initiatives
- ACOE
- 100th Post Birthday Celebration
- FRSA

3.5 Provide Safe and Secure Fort Jackson Community

- Emergency Services
- Violence in the Workplace
- AT/FP Programs
- Risk Management and Safety
- Army Traffic Safety Training Program

Support and Sustainability LoE

Strategic Objective 4.0: Enhance and Modernize Infrastructure

Fort Jackson's facilities and supporting infrastructure are critical to the execution of our core missions and competencies. This starts with sustaining and improving our current facilities and capabilities. It continues with planning and building first class facilities, while removing those that are no longer inhabitable or serviceable. Fort Jackson will simultaneously maintain and build the roadways to access facilities and training areas. In order to make a good impression on the thousands of visitors to Fort Jackson annually, we need to improve the grounds on post, particularly Hilton Field. We want Fort Jackson to be a place we are proud of. The backbone to support all the facilities and grounds is stable utilities. Fort Jackson will work towards privatization of our electrical and gas to increase efficiency and cost savings. In an effort to be good stewards we will implement green initiatives and solutions to support the environment and seek to conserve energy in our facilities.

Major Objectives for Strategic Objective 4.0: Enhance and Modernize Infrastructure	Lead
4.1 Infrastructure	DPW
4.2 Conservation and Environment	DPW

Major Systems or Processes that Support Strategic Objective 4.0

- Material Readiness Review (MRR)
- Programme, Budget, and Administration Committee
- Recycling Planning Board
- Acquisition Career Records Brief
- Realignment Working Group
- Installation Review Board

- Real Property Planning Board
- Installation Status Report
- Fill Plan
- Environmental Quality Control Committee Meeting

Supporting Tasks for Each Major Objective in Strategic Objective 4.0

4.1 Infrastructure

- Facility Life-Cycle Management
- Roads and Grounds
- Utilities

4.2 Conservation and Environment

- Environmental Stewardship and Compliance
- Energy Conservation

Support and Sustainability LoE

Strategic Objective 5.0: Equip and Sustain the Force for Training

For Victory to start at Fort Jackson, it requires supporting efforts to equip and sustain it's Leaders and Soldiers with information and materiel. This starts with continually upgrading and modernizing our command and control capabilities, including buildings and our network & communication architectures. We will improve our instructional media capabilities in classrooms to enhance Soldier learning by capitalizing on current technology. Fort Jackson will also look for ways to conduct mission command even when our primary systems are degraded. Our logistical systems must be robust and focused on persistently equipping, maintaining, transporting, sustaining, and serving the force for training. We must look at proactive life cycling and modernizing equipment to reduce NMC time, which impacts training. We must also train our Soldiers on the equipment they will use in their operational units. As resources become constrained, we must streamline and right size our logistical capabilities to meet the needs for readiness. We will do this by reviewing our resourcing documents and establishing standard staff structures within the Army Training Center. Managing ourselves and our contracts will also be an area that we look to improve. Fort Jackson's biggest challenge will be mitigating core logistical functions previously performed by other agencies. To do this, and meet the many challenges ahead, Fort Jackson will partner across the installation to make Victory happen here at Fort Jackson.

Major Objectives for Strategic Objective 5.0: Equip and Sustain the Force for Training	Lead
5.1 Enable Mission Command	G6
5.2 Logistics	G4
5.3 Resourcing	G8
5.4 Modernization / Standardization / Transformation	G8 / G4

Major Systems or Processes that Support Strategic Objective 5.0

- Material Readiness Review
- Programme, Budget, and Administration Committee
- T-6 Lock-Ins

- Cycle After Action Review
- Department of Logistics Meeting
- Fill Plan
- G4 Meeting

Supporting Tasks for Each Major Objective in Strategic Objective 4.0

5.1 Enable Mission Command

- Communications (C4I)
- Mission Command Facilities
- CONOPS

5.2 Logistics

- Maintenance
- Supply and Accountability
- Services

5.3 Resourcing

- Cost Management
- Contract Management
- Resource Reduction Strategy
- Managerial Controls

5.4 Modernization / Standardization / Transformation

- Modernize Equipment
- Standardize Unit Manning and Structure
- Mitigation of Support Functions to ATC

Key Enabler: Strategic Communication

Introduction

Strategic Communications is the framework for effectively communicating targeted messages to key internal and external audiences. Providing a framework to accurately disseminate information ensures that Fort Jackson is communicating the right messages, to the right audiences, at the right time. Effective communication plays a large role in actions such as:

- Building trust and credibility with internal and external audiences.
- Clearly disseminating the Commanding General's intent and command information.
- Fostering an understanding of Fort Jackson's mission.
- Effectively delivering messages.
- Sharing expertise and insights.

Intent

Effective employment of communication impacts support for the Strategic Plan by providing timely and accurate information for our Team Members, Families, Retirees, Veterans, and the Local Community who support Fort Jackson.

Strategic Communications Key Themes

- Training and Readiness
- Leader Development
- Quality of Life
- Responsible Stewardship
- Valued Community Partner

Training and Readiness

- Training is the most important thing we do at Fort Jackson.
- As the Preeminent Training Center in DoD, we must develop Soldiers and Officers with the mindset and requisite knowledge, skills, and abilities required to operate effectively under conditions of uncertainty and complexity.
- Training at Fort Jackson will promote operational adaptability, engage learners, enable the Army to outpace adversaries, and meet the Army's learning requirements in 2015.
- Training at Fort Jackson must focus on instilling the nine 21st Century Soldier competencies as outlined in the Army Learning Model for 2015.
- We are transforming Basic Combat Training; focusing on improving the quality, relevance, and effectiveness of the learning experience based on the Army Learning Model for 2015.
- Fort Jackson is the Army's centerpiece for Initial Entry Training. Annually we train 45,000 Soldiers in Basic Combat Training and 8,000 Soldiers in Advanced Individual Training.

Leader Development

- Leader Development is a priority at Fort Jackson as we grow the Army's future Leaders. We are educating Leaders on understanding and implementing the concepts outlined in the Army Learning Model for 2015.

- Fort Jackson's Leader Development Program promotes a learner-centric, career-long continuum of learning that is continuously accessed and provides learning at the point of need in the learner's career.
- We are investing the time and energy to develop the next generation of Leaders; our leader development program focuses on developing Thinking, Adaptive, and Innovative Leaders. All Leaders must accept that there are no predetermined solutions to problems.
- Fort Jackson's Leader Development Program is designed to ensure Leaders are able to meet future security challenges in an increasingly uncertain and complex strategic environment.

Quality of Life

- Our Soldiers, Families and Civilians deserve a quality of life commensurate with their service to the Nation.
- New construction/renovation is improving the quality of life for Service Members, Families, Civilians, Retirees, Veterans, and the Local Community.
- The Army's Residential Communities Initiative (RCI) has completely transformed Family housing on post; we currently have 610 new homes and have plans to complete the renovation of 240 homes in 2013.

Responsible Stewardship

- Responsible Stewardship is a priority at Fort Jackson; we are continuously looking for ways in which we can reduce energy consumption with the conservation of electricity, water, gas and oil.
- Fiscal Responsibility is a priority at Fort Jackson; we will effectively and efficiently manage our tax payer's money.
- Weapons maintenance and modernization are a priority; we strive to put the best/most modern equipment in our Soldiers hands to prepare them for combat.

- Because of the high volume of energy that Fort Jackson uses, we can save a considerable amount of money through energy conservation programs, regardless of how small. Everything adds up, which means all of us can play a significant part in eliminating unnecessary costs.
- It's part of our environmental policy to implement/execute programs that ensure compliance, prevent pollution, promote re-use, sustain natural and cultural resources and promote continual improvement.
- We are taking care of Fort Jackson to ensure it properly represents our Army to the thousands of yearly visitors and shows the passion and pride of its members.

Valued Community Partner

- Fort Jackson has a 95-year relationship with Columbia and is engaged with the local surrounding communities. The close military-community bond is demonstrated through many events like the Veterans Day parade, University of South Carolina Military Appreciation football halftime show, Torchlight Tattoo, Army band concerts, outreach tours, and speakers bureau.
- Fort Jackson provides, as economic impact, over 2.5 billion dollars to the Midlands Area each year. More than 200,000 proud Citizens visit Fort Jackson each year to participate in graduation activities and patronize on and off post businesses.
- Fort Jackson functions as a sustainable installation where we integrate mission excellence, community collaboration, environmental stewardship, economic analysis, and systems thinking into current and future operations.
- Two-thirds of the Soldiers assigned to Fort Jackson choose to make their homes in the local community and actively participate in civic, religious, youth and volunteer organizations.

Key Enabler: Knowledge Management

Fort Jackson is a *KNOWLEDGE* creating and *KNOWLEDGE* sharing organization. Our most important asset is our intellectual capital. We will create an organizational culture that is founded on the perception that everyone stands to grow by creating and sharing knowledge. This type of culture saves time and resources, and prevents “re-inventing the wheel”. Knowledge Management is the strategic tool used to increase the intellectual capital essential for the continuous long-term growth of Fort Jackson.

The G5 has the staff lead for the development and implementation of the Fort Jackson Knowledge Management plan. Fort Jackson’s KM mission is to establish a culture to create, organize, apply and transfer knowledge to provide commanders relevant information and knowledge for making informed, timely decisions.

The objective of our KM plan is to connect those who know with those who need to know. The end state of our KM plan is to create a culture of collaboration and knowledge sharing in the ATC and Fort Jackson where key information and knowledge is “pushed and pulled” within all organizations to meet mission objectives.

Advantages of Knowledge Management

- Facilitate
 - Situational Understanding / Awareness
 - Common Operating Picture
 - Decision Making
 - Transfer of Expertise and Experience
- Enhance Collaboration Among Personnel
- Increase Knowledge Transfer Between Individuals and Units
- Increase Unit and Individual Performance and Innovation

Knowledge is created and shared largely by social interaction:

- Training
- Training Meetings
- Leader Professional Development
 - CAARs
 - QTBs
 - SUBs / CUBs
- Command and Staff
 - PoA Luncheons
 - Victory Rally
 - Stable Calls
 - CG Huddles
- BDE Commander’s Luncheon with CG
- Chief of Staff’s XO Working Luncheons
 - etc, etc, etc...

KM Objectives

- **Share Best Practices, Lessons Learned, and TTPs among all Leaders and Organizations.**
- **Publish quarterly “Jackson Journal”; a professional journal focused on leadership and training.**
- **Maintain a relevant and accurate Common Operational Picture (COP)**
- **Develop a Fort Jackson KM Implementation Plan.**
- **Conduct annual SharePoint / KM training.**
- **Execute a quarterly KM forum.**
- **Integrate Army Learning Model (ALM) for 2015 Into KM Plan.**

Share Best Practices, Lessons Learned, and TTPs among all Leaders and Organizations

Continue to use SharePoint as our main collaboration tool; utilizing its many functions to share Best Practices, Lessons Learned, and TTPs, Develop a process to improve how we capture, organize, apply, and transfer this knowledge among Leaders and Organizations.

Publish Quarterly “Jackson Journal”; a professional journal focused on leadership and training.

The “Jackson Journal” is a professional journal focused on leading and training Soldiers in an Initial Military Training (IMT) operating environment. The intent behind the publication of the Jackson Journal is to improve Fort Jackson’s organizational learning through the sharing of ideas, best practices, and lessons learned among all leaders. The Jackson Journal will serve as a platform for all IMT professionals to express their thoughts and concerns, start a dialogue or simply gain a better understanding on a specific topic to improve their own professional development.

Maintain a relevant and accurate Common Operational Picture.

Continue to refine and improve the Fort Jackson Common Operational Picture (COP).

Develop a Fort Jackson KM Implementation Plan.

This plan will include best practices and procedures for effective and efficient use of technology: Policies, standards, and procedures for effective production, storage, access and distribution of content, objects, data, web/mobile apps, video, audio, and other knowledge products and services across approved Department of Defense and Army enterprise network solutions.

Conduct annual SharePoint / KM training

Execute annual SharePoint / KM training to build a knowledge base for all SharePoint users.

Execute a quarterly KM Forum.

Form a KM initiatives working group consisting of representatives for all BDE level organizations in the ATC and our Partners in Excellence. Working group will meet quarterly to discuss and address new KM initiatives and ways to improve the collection, organization, application and transfer of knowledge throughout all of Fort Jackson.

Integrate Army Learning Model (ALM) for 2015 Into KM Plan.

In conjunction with the training Line of Effort and DCG – IMT, assist in the development, integration and implementation of the KM planning associated with Army Learning Model (ALM) for 2015.

Governance and Execution

We will review and update the Fort Jackson Strategic Plan annually. As appropriate, all commanders, through brigade level, and senior leaders of our Partners in Excellence organizations will align their respective efforts to achieve the objectives of this Strategic Plan.

The overall staff lead for the Strategic Plan is the G5, accountability and responsibility for oversight and execution will be placed at the Strategic Objective, Major Objective, and Supporting task level. The staff lead for each Line of Effort will conduct a monthly review of their Major Objectives. The G5 will compile a monthly Strategic Plan summary of these reviews to provide to the Commanding General and senior leaders on the installation. Once a quarter, each respective Line of Effort Command Lead (DCO, CoS and GC) will provide an updated status brief to the Commanding General.

Below is an example of the measure of effectiveness matrix that each respective major objective lead will use to measure their performance. Monthly reviews for each LOE are posted on the Fort Jackson SharePoint home page.

Strategic Objective: 3.0 Enhance Well-Being, Provide Quality of Life and Build Resiliency			FJ Command Lead: GC		
Major Objective: 3.1 Provide Quality Housing (Cadre Barracks, Housing, Lodging) and Facilities			MO Lead: Mr. Tom Robertson		
Sub-Task: 3.1.1 Improve Cadre Barracks			Sub-Task Lead: Ms. Emma Watson		
Sub-Task Description: Maintain Cadre barracks infrastructure, furnishings, and equipment at a green level. Continue to improve customer service and maintain postive customer feedback on services provided.			Sub-Task Goal and/or Endstate: Maintain adequate barracks for the single Soldiers assigned to the installation.		
			Time of Execution (Checkpoints / Target Completion Dates): Ongoing		
			Additional Resources Required: Continue to fund FSBP		
MOE #	Measure of effectiveness *		Status: Narrative		Color
1	Service Order Completion		Ensure services orders are completed IAW established guidelines to ensure a healthy living environment.		
2	Improve the QoL for E4s residing in the Single Soldier Complex		FJ initiative to provide suites to E4s. In addition to improving the QOL for E4s it will increase the barracks occupancy rate. Currently 28 of the 60 E4s residing in the SSC are assigned to suites.		
3	Barracks furnishings and equipment		Monitor, upgrade and replace barracks furnishings and equipment in rooms and the community buildings as needed. 95% of all furn / equip is less than five years old.		
4	Barracks Customer Satisfaction Survey		Develop barracks customer satisfaction survey to guage the satisfaction of the Soldiers residing in the barracks. 95% of those surveyed satisfied w/services.		
MOE: Criterion used to assess changes in your system behavior, capability, or OE that is tied to measuring the attainment of an ends tate, achievement of an objective, or creation of an effect. (JP 3-0)					
MOE 1-4	90 - 100%	A	89% - 75%	R	74% - 60%
				B	less than 59%

TRADITION

Fort Jackson has had a vital role in preparing Americans to serve their country for over 95 years. When the installation was built in 1917, just like today, our nation was at war. Since then, numerous units have prepared for battle here-the 4th Infantry Division, the 101st Airborne Division, and the 81st Infantry Division. More than 500,000 Soldiers trained here before fighting in World War II. The Soldiers who trained here before us leave us with a proud legacy and have inspired many to follow in their footsteps. Although the Army has changed tremendously over the years, we are all part of that lineage of brave Americans. All of us should be proud to be part of the tradition that defines this great installation.



TRAINING

Training is our hallmark. With two Brigades, nine Battalions and 52 Companies focused solely on training Soldiers in Basic Combat Training (BCT), Fort Jackson, is the largest Initial Military Training Center in the U.S. Army. Roughly half of all Soldiers who complete Basic Combat Training in the United States Army do so at Fort Jackson, SC. We are also home to Advanced Individual Training units, the Soldier Support Institute, the Drill Sergeant School, Armed Forces Chaplain Center and School, TSSD, and the National Center for Credibility Assessment.



TRANSFORMATION

Although we have a proud tradition on which to rely and inspire us, we must never lose sight of the future. To be effective, we must be willing and ready to accept change. Transformation means more than just modernizing our infrastructure. This means constantly challenging ourselves, our methods, and our means. Transformation is not a new concept here. Our responsibility as leaders hinges on our ability to continually evaluate and improve training. It is only by providing the best training that effective transformation from civilian into Soldier can occur.



Summary

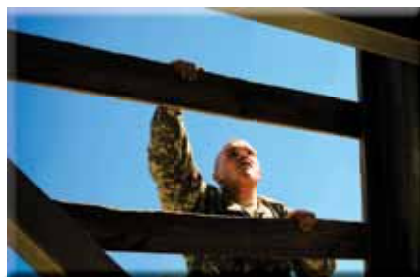
Fort Jackson has played a vital role in preparing Americans to serve their country for more than 95 years. When the installation was built in 1917, just like today, our nation was at war. Although the Army has changed tremendously over the years, we are all part of that lineage of brave Americans. All of us should be proud to be part of the tradition that defines this great installation.

Training is our hallmark. Everyday we are transforming civilians, training Soldiers, and developing leaders who live the Warrior Ethos, are physically tough, mentally adaptable, and able to contribute to the success of their first unit of assignment.

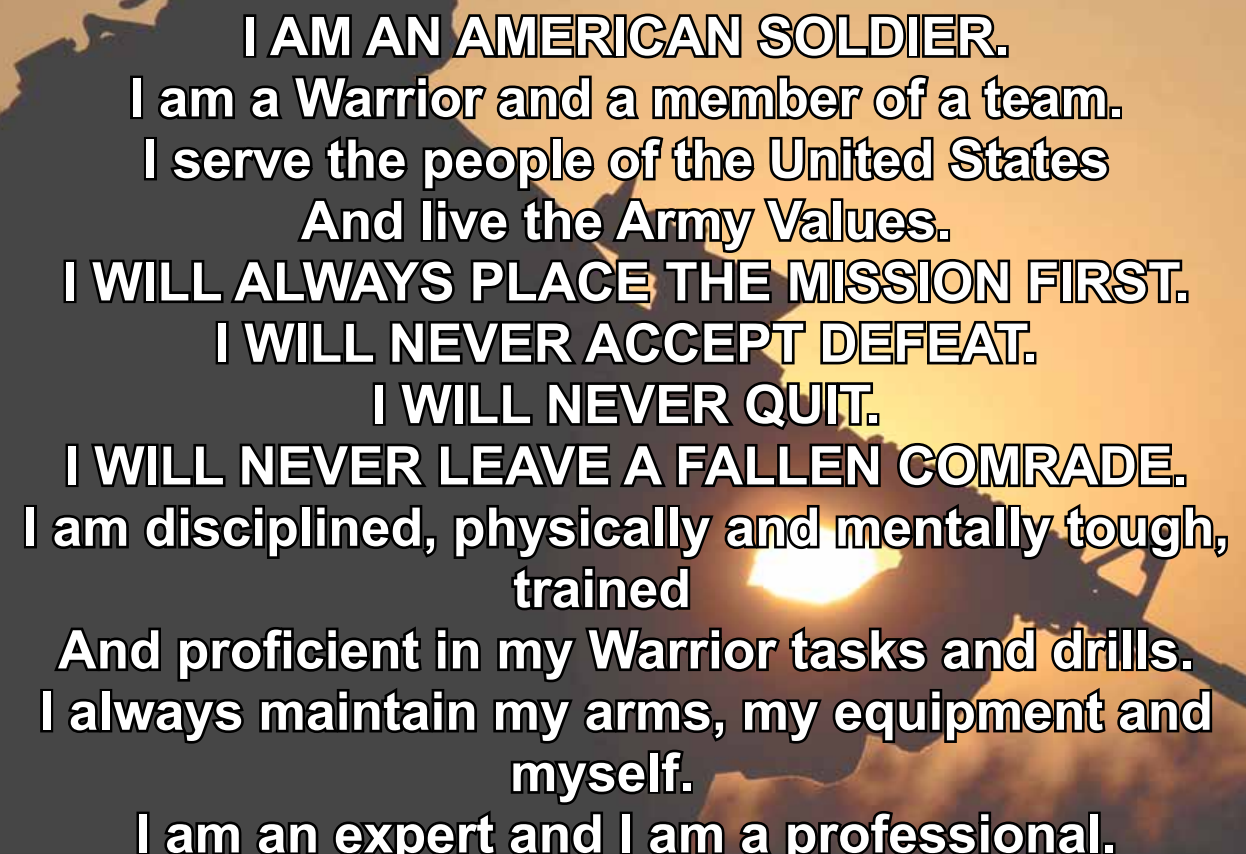
Although we have a proud tradition on which to rely and inspire us, we must never lose sight of the future. To be effective, we must be willing and ready to accept change. This means constantly challenging ourselves, our methods, and our means. Our responsibility as leaders hinges on our ability to continually evaluate and improve training, quality of life programs, and our support and sustainability systems.

Our mission is vital and demands the very best in all of us. Our legacy must be one of selfless service, strong leadership, and positive impact. We will accomplish this and build our legacy based on deeds, not words.

Tradition, Training, Transformation: The Driving Force Behind the Fort Jackson Strategic Plan.



The Soldier's Creed



I AM AN AMERICAN SOLDIER.
I am a Warrior and a member of a team.
I serve the people of the United States
And live the Army Values.
I WILL ALWAYS PLACE THE MISSION FIRST.
I WILL NEVER ACCEPT DEFEAT.
I WILL NEVER QUIT.
I WILL NEVER LEAVE A FALLEN COMRADE.
I am disciplined, physically and mentally tough,
trained
And proficient in my Warrior tasks and drills.
I always maintain my arms, my equipment and
myself.
I am an expert and I am a professional.
I stand ready to deploy, engage and destroy the
enemies
Of the United States of America in close combat.
I am a guardian of freedom and the American
way of life.
I AM AN AMERICAN SOLDIER.

America's Army

Trust - The Bedrock of our Profession

Trust between Soldiers
Trust between Soldiers and Leaders
Trust between Soldiers, their Families
and the Army
Trust between the Army and the
American People

The Strength of our Nation is our Army,
The Strength of our Army is our Soldiers,
The Strength of our Soldiers is our Families,
This is what makes us Army Strong!